



College of Eastern Idaho
Strategic Plan 2021-2025

March 10, 2020



**FY 2021-2025
Strategic Plan**

MISSION STATEMENT

To provide open-access to affordable, quality education that meets the needs of students, regional employers, and community.

VISION STATEMENT

Our vision is to be a superior community college. We value a dynamic environment as a foundation for building our college into a nationally recognized community college role model. We are committed to educating all students through progressive and proven educational philosophies. We will continue to provide high quality education and state-of-the-art facilities and equipment for our students. We seek to achieve a comprehensive curriculum that prepares our students for entering the workforce, articulation to advance their degree, and full participation in society. We acknowledge the nature of change, the need for growth, and the potential of all challenges.

State Metrics:

Timely Degree Completion

- I. Percent of undergraduate, degree-seeking students completing 30 or more credits per academic year at the institution reporting

	Benchmark
Percentage	>10%

- II. Percent of first-time, full-time, freshmen graduating within 150% of time⁶

	Benchmark
Grad Rate %150 IPEDS	>60%

- III. Total number of certificates/degrees produced, broken out by:
 - a) Certificates of at least one academic year
 - b) Associate degrees

	Benchmark
Certificates	>120
Associate Degrees	>130

- IV. Number of unduplicated graduates, broken out by:
 - a) Certificates of at least one academic year
 - b) Associate degrees

	Benchmark
Completers of Certificates	>120
Completers of Degrees	>130

Reform Remediation

- V. Percent of undergraduate, degree-seeking students taking a remediation course completing a subsequent credit bearing course (in the area identified as needing remediation) within a year with a “C” or higher

	Benchmark
Students	>45%

Math Pathways

- VI. Percent of new degree-seeking freshmen completing a gateway math course within two years

	Benchmark
Students	>31%

Guided Pathways

- VII. Percent of first-time, full-time freshmen graduating within 100% of time⁶

	Benchmark
FTFT Completers 100%	>40%

GOAL 1: A Well-Educated Citizenry¹

The College of Eastern Idaho will provide excellent educational opportunities to enter the workforce or to continue their education with articulation agreements with universities.

Objective A: Access

Performance Measures:

- I. Annual number of students who have state funded or foundation funded scholarship:

	Benchmark
State Funded	>45
Foundation Funded	>350

- II. Percentage of entering CEI students who enroll in CEI programs during the first year after high school graduation:

FY	Benchmark
Percentage of Annual Enrollment who entered CEI within 1 year of High School	>25%

- III. Total degree and certificate production and headcount:

	Benchmark
Degrees/Certificates	>260
Completers	>245

Objective B: Adult Learner Re-Integration

Performance Measures:

- I. Number of students enrolled in GED who are Idaho residents
- II. Number of students who complete their GED
- III. Number of students who go on to post-secondary education⁵

	Benchmark
Enrolled	>300
Completed	>30
Went On	>200

GOAL 2: Innovation and Economic Development

Objective A: Workforce Readiness

Performance Measures:

- I. Number of graduates who found employment in their area of training
- II. Number of graduates who are continuing their education
- III. Number of graduates who found employment in related fields

Grad by FY	Benchmark
I. Employed In training area	>225
II. Continuing education	>50
III. Employed in related field	>175

- IV. Percentage of students who pass the TSA for certification:

Percentage By FY	Benchmark
TSA Pass Percentage	96%

GOAL 3: Data-Informed Decision Making

Objective A: Number of industry recommendations incorporated into career technical curriculum.⁴

Performance measures:

- I. Number of workforce training courses created to meet industry needs:

	Benchmark
WFT Courses ⁴	>440
Customized Training Courses	>4,000
Headcount	>16,000

GOAL 4: Effective and Efficient Educational System

Objective A: High school senior who choose CEI as their first choice to higher education.

Performance Measures:

I. Total fall enrolled students that are retained or graduate in the following fall:

FA	Benchmark
Grad or still enrolled	>800

II. Percent of postsecondary first time freshmen who graduated from an Idaho high school in the previous year requiring remedial education in math and language arts.

FY	Benchmark
Percentage of Students entering within one year of HS and ever taking a remedial course	20%

III. Cost per credit hour –Financials as per IPEDS divided by total annual undergraduate credit hours:

FY	Benchmark
Cost per Credit Hour	\$ <700

IV. Number of students who successfully articulate to another institution to further their education:

*FY	Benchmark
Number Continuing On	>350

GOAL 5: Student Centered¹²

Objective A: CEI faculty provides effective and student centered instruction.

Performance Measures:

I. Utilization of annual Student Satisfaction Survey results for Student Centeredness. Gap per Noel Levitz Annual Survey:²

	Benchmark
CEI	<0.25
PEERS	N/A

II. Fall to Fall Retention - IPEDS Fall Enrollment Report:

	Benchmark
FTFT Fall-to-Fall Retention	>74%

III. Utilization of results of Student Satisfaction Survey results for Financial Aid Services. Gap per Noel Levitz Annual Survey:²

	Benchmark
CEI	<0.78
PEERS	N/A

IV. Utilization of results of Student Satisfaction Survey results for Financial Aid and the Admission Process (New Student Survey):

	Benchmark
Financial Aid	98%
Admissions	98%

Objective B: Tutoring Center provides services to support education success.
Performance Measures:

I. Tutoring contact hours to support student needs:

	Benchmark
Hours	>9.5

Objective C: CEI library services meets the expectation of students.
Performance Measures:

I. Library services meet the expectations of students. Gap per Noel Levitz Annual Survey:²

	Benchmark
CEI	>.15
PEERS	N/A

Objective D: Increase the reach of the Center for New Directions (CND) to individuals seeking to make positive life changes.

Performance Measures:

I. Number of applicants/students receiving CND services:

	Benchmark
Clients Served	>300

GOAL 6: Cyber Security and Awareness³

Objective A: Regular Training

- I. CEI will establish a policy to provide regular training to all faculty and staff on best practices for cybersecurity protection using the DHR's recommendation and requirements.
- II. Annual number of trained faculty and staff.

	Benchmark
Percent Annually Trained	100%

Objective B: Specific Training for Super Users

- I. CEI will identify and track employees with elevated privileges and ensure that training meets their elevated status as a user and provide advanced training.
- II. Annual number of advanced users will be identified and trained.

	Benchmark
Percent Annually Trained	100%

Objective C: Monthly Awareness Emails

- I. CEI will send out monthly emails to inform employees on new cyber threats and hacking strategies. This will also include “best practices” for computer users.

	Benchmark
Phishing Emails Sent	12

Objective D: Policy Statement to be Signed by all Employees

- I. CEI will compose a policy for computer use on and off campus that relate to CEI activities and concerns. Employees will receive a copy of the policy each year when they sign their contracts.

	Benchmark
Percent Annually Trained	100%

Key External Factors

Funding:

Many of our strategic goals and objectives assume on-going and sometimes significant additional levels of State legislative appropriations. Recent funding for Career Technical Education has allowed CEI to respond to industry needs in a timely and efficient manner. The enrollment and graduation rates in many of the Career Technical Programs have limited facilities and seats available to students with waiting lists. The recent State funding has allowed us to hire new instructors and reduce many of the waiting lists. CEI was funded as a community college, which allows us to offer the Associates of Arts and the Associates of Science Degrees for the first time in fall 2018. We are projecting growing enrollment over the next few years due to this funding. We are actively engaged in the “go on” rate in Idaho and working with the local high schools to recruit students.

Evaluation Process

CEI is in the process of implanting a more thorough process for evaluation of its measures. The institution has adopted a cycle of continuous improvement known as the Mission Fulfillment process. The Mission Fulfillment Process is a Plan-Do-Study-Act process, which is how CEI implements, measures, adjusts, and informs budget proposals. There are four main areas of the process. Planning is the section of determining how new initiatives can be implemented. Do is the implementation and step for enacting the changes derived from the previous cycle. Study is one of the most intricate steps, it is called the Mission Fulfillment Report (MFR) cycle which encompasses the gathering and assessment of data from all institutional levels. Finally, the action step is where budgets, informed from the assessment, allows for allocations to improve measures. Figure 1: Mission Fulfillment Process is a depiction of the process flow.

Red Tape Reduction Act

The State Board of Education, through the Office of the State Board of Education, runs all administrative rules governing the postsecondary institutions and special and health programs. The State Board of Education strategic plan outlines the reduction efforts for the public education system.

CEI IMPROVEMENT CYCLE

Mission Fulfillment Process

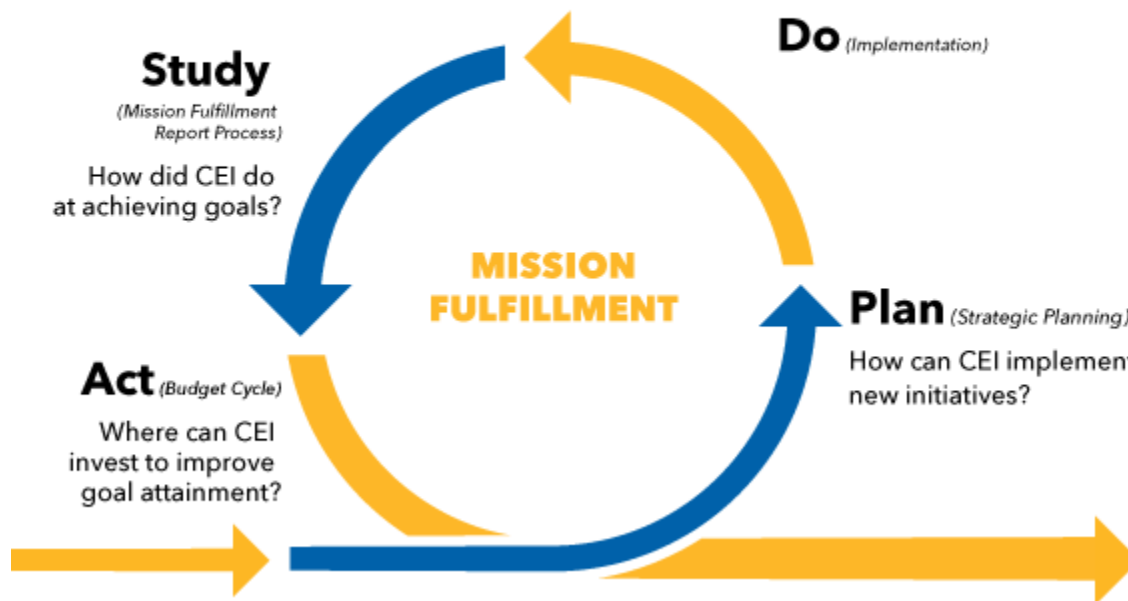


Figure 1: Mission Fulfillment Process

There are four main areas that make up the Mission Fulfillment Report (MFR). The gathering of information, assessment, adjustment, and implementation. The goal of the process is to collect data, to measure it against the benchmarks, and to present the findings for consideration of improvements. The cycle connects the employees to administration, to the trustees, and back to the employees. The cycle also identifies areas where improvements can be made to improve the measures through the allocation of resources.

¹N/A - Has been used to indicate areas where reports or data have not finalized collection for the year in question or that are otherwise unavailable at the time this report was produced.

²In FY 2017 CEI transitioned the administration of the Noel Levitz survey from a fall to spring term resulting in the laps of reportable date for that period.

³Currently CEI is implementing measures and collecting data, not all measures are reportable at this time.

⁴CEI has adjusted this measure. It has changed from misc. course to a more meaningful customized trainings and includes WFT total headcount.

⁵Due to updates in the ABE system table 5 has not been functional since 2016 resulting in data being unavailable for the students who continued on.

⁶Years in which data are reported line up with a corresponding starting cohort for example FY2016 is a report of the Fall 2013 cohort, and FY2017 is a report of the Fall 2014 cohort and so forth for other reporting years.

	State Board of Education Goals				
	Goal 1: EDUCATIONAL SYSTEM ALIGNMENT	Goal 2: EDUCATIONAL ATTAINMENT	Goal 3: WORKFORCE READINESS	Goal 4:	Goal 5:
CEI Goals and Objectives					
GOAL 1: A Well Educated Citizenry					
Objective A: Access	X	X	X		
Objective B: Adult Learner Re-Integration	X	X	X		
GOAL 2: Innovation and Economic Development					
Objective A: Workforce Readiness			X		
GOAL 3: Data-Informed Decision Making					
Objective A: Number of industry recommendations incorporated into career technical curriculum.			X		
GOAL 4: Effective and Efficient Educational System					
Objective A: High school senior who choose CEI as their first choice to higher education.	X	X			
GOAL 5: Student Centered					
Objective A: CEI faculty provides effective and student centered instruction.	X	X	X		
GOAL 6: Cyber Awareness					
Objective A: Regular Training	X				
Objective B: Specific Training for Super Users	X				
Objective C: Monthly Awareness Emails					
Objective D: Policy Statement to be Signed by all Employees	X		X		